



Substance Abuse and Mental Health Services Administration
SAMHSA
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20
1992-2012
YEARS STRONG



DEPARTMENT OF HEALTH & HUMAN SERVICES-USA

Behavioral Health is Essential To Health



Prevention Works





Treatment is Effective




People Recover



SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

Beyond Funding: Evaluating and Planning for your Program's Sustainability



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SCHOOL OF SOCIAL WORK

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**THIS WEBINAR IS BEING
RECORDED**





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Disclaimer and Disclosure

Disclaimer:

The views, opinions and content expressed in this presentation do not necessarily reflect the views, opinions or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA) or the U.S. Department of Health and Human Services (HHS).

Disclosure:

The presenters Sarah Dexter and Kim Prewitt, have no conflicts of interest or financial relationships to disclose.

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Learning Objectives

At the end of this session, grantees will be able to:

- Explore the components of program sustainability capacity
- Use the Program Sustainability Assessment Tool (PSAT)
- Understand the Program Sustainability Action Planning process



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The Sustainability Process

Understand



Assess



Plan

A screenshot of the 'Sustainability Action Plan' table. It lists various action items with columns for 'Action Item', 'Responsible Party', 'Due Date', and 'Status'. The table includes rows for 'Develop a sustainability plan', 'Identify key personnel', 'Conduct a sustainability assessment', and 'Implement sustainability strategies'.



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Define: Program

“Program” can be..

- Set of programs
- One single program
- Set of activities within a program (but not the whole program)



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What is Sustainability?



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How would you rate the overall sustainability of your program?

- 1 - Not at all sustainable
- 2
- 3
- 4
- 5 Very sustainable



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Our Background



Successfully Maintaining Program Funding During Trying Times: Lessons From Tobacco Control Programs in Five States

David E. Nelson, Jennifer H. Reynolds, Douglas A. Luke, Nancy B. Mueller, Monica H. Escchen, Jennifer Jordan, R. Brock Lancaster, Stephen E. Marcus, and Donna Valone

Despite negative financial conditions in recent years, several states were able to successfully maintain funding for tobacco prevention and control, which provided an opportunity to understand the factors associated with success. One explanation may be the level of long-term program sustainability in some states, according to a review developed by Saint Louis University researchers, the five elements critical to tobacco control sustainability are state political and financial climate, community awareness and capacity, program structure and administration, funding stability and planning, and surveillance and evaluation. Five states (Delaware, New York, Indiana, Virginia, and Colorado) maintained funding for their tobacco control programs. Four of these states passed additional legislative appropriations to prevent or modest reduction. Colorado used a statewide ballot initiative to increase funding. On the basis of the sustainability framework, case studies, and peer research, the major lessons learned for maintaining funding were the importance of (1) strong and experienced leadership, (2) broad and deep organizational and community ties, (3) coordinated efforts, (4) strategic use of surveillance and evaluation data, (5) active dissemination of information about program successes, and (6) policy maker champions. The sustainability framework and lessons learned may provide valuable insights for other public health programs facing funding threats.

KEY WORDS: Health Promotion, Public Health, Tobacco

Research has consistently demonstrated that state tobacco control programs are effective, especially when sustained over a long period of time.¹⁻⁷ Despite their documented effectiveness, however, state tobacco control programs have been threatened by funding cuts, with reductions amounting to about half the states during the first part of this decade because of state budget shortfalls. Between fiscal years 2002 and 2004 alone, there was an overall decline of 20% in state spending on tobacco control programs,⁸ with cuts exceeding 75% in some states.

On June 18, 2004, the authors, who were then at the Centers for Disease Control and Prevention, conducted a review of the literature and the state of the field to identify factors associated with successful tobacco control programs. The findings and conclusions in this article are based on the review and the subsequent review of the literature and the state of the field.

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It's more than just money



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The Program Sustainability Framework



Schell, SF, Luke, DA, Schooley, MW, Elliott, MB, Herbers, SH, Mueller, NB, and Bunger, AC. (2013). Public health program capacity for sustainability: A new framework. *Implementation Science*, 8(15).

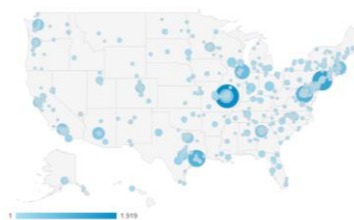


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Sustaintool.org by the Numbers

PSAT Completed 3500+ times on Sustaintool.org

Public Health – 45 %
 Social Services – 20 %
 Clinical Care – 12 %
 Other – 23 %



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Program Sustainability Framework



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Environmental Support



Having a supportive internal and external climate

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Funding Stability



Establishing a consistent financial base for your program



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Partnerships



Cultivating connections between your program and its stakeholders



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Organizational Capacity



Having the internal support and resources needed to effectively manage your efforts and its activities



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Program Evaluation



Assessing your program to inform planning and document results



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Program Adaptation



Taking action to adapt your efforts to ensure its ongoing effectiveness



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Communications



Strategic communication with stakeholders and the public about your program



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Strategic Planning

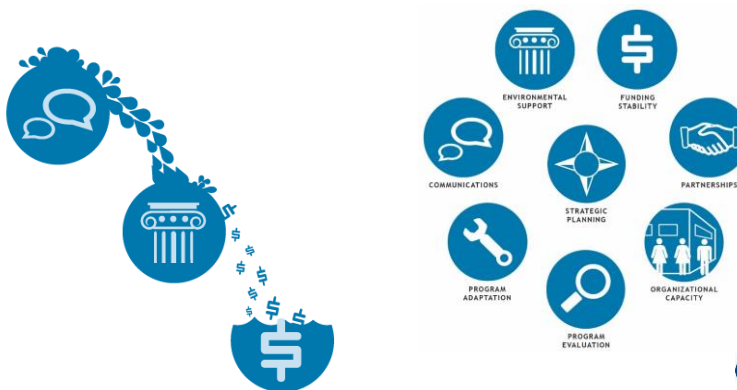


Using processes that guide your program's directions, goals, and strategies



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Domain Connectivity



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Focus on what you can change



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Capacity for Sustainability



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Program Sustainability Assessment Tool

Sustaintool.org/understand



Program Sustainability Assessment Tool

Sustaintool.org

- 8 domains
- 5 items per domain
- < 15 minutes
- Individual or Group (12)



Before the PSAT: Terms to Remember

In the assessment:

- “program” = The program you have been invited to assess & defined by your sustainability group
- “staff” = The staff and volunteers who work on that specific program



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Who to invite?

Select a team to take the assessment

- Multi-level
- Engaged in the program
- Committed to seeing the program (and its benefits) last
- Can include board members, volunteers, front-line staff, program managers



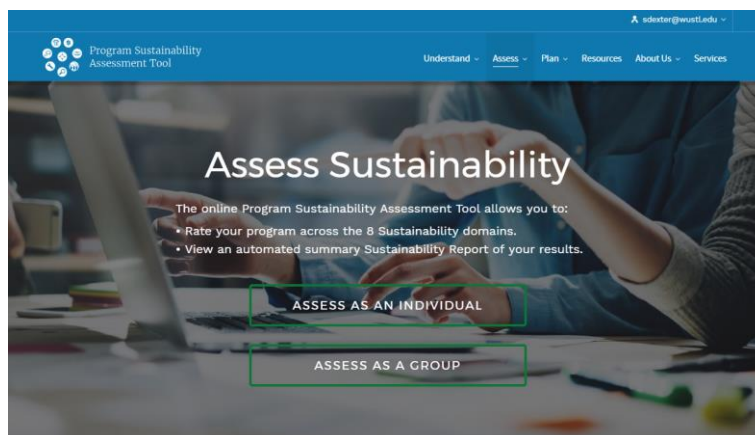
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Start your assessment!



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Set Up Your Assessment



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Group Assessment

Each person will receive an individual email with a unique link to take the Program Sustainability Assessment Tool for your program. People will not have to create an account. The link will send them directly to the PSAT for your program.

Customize your message

Subject

Please participate in the Assessment of Test.

Body

Hello!

You are invited to assess the sustainability of Test using the Program Sustainability Assessment Tool. The results of this assessment will provide you with important information about the sustainability capacity of Test.



Once you complete the assessment, you will be able to view an immediate summary of your responses as a Sustainability Report. Later, your responses will be combined with responses from other program staff and stakeholders into a single summary Sustainability Report. This summary report can then be used to guide our sustainability planning. Your individual responses will remain anonymous.

The assessment should take approximately 10-15 minutes to complete. Please follow the instructions below to complete your assessment.


Thank you.

The Test team

- Remember to give your participants a deadline to complete the PSAT
- Remember to say who this email is from

 CANCEL  SEND INVITES

Sustaintool.org: Begin Assessment

 Program Sustainability Assessment Tool

Understand ▾ Assess ▾ Plan ▾ Resources ▾ About Us ▾ Services ▾

Progress

● ● ● ● ● ● ● ● ● ●

Overview

What is the purpose of this assessment?

The Program Sustainability Assessment Tool will enable you to assess **Sample Assessment's** current capacity for sustainability across a range of specific organizational and contextual components. Your responses will identify sustainability strengths and challenges. You can then use results to guide sustainability action planning for your program.

What is program sustainability capacity?



We define program sustainability capacity as *the ability to maintain programming and its benefits over time*.

Why is program sustainability capacity important?

Programs at all levels and settings struggle with their sustainability capacity. Unfortunately, when effective programs shut their doors, hard won improvements in public health, clinical care, or social service outcomes are lost. To maintain these benefits to society, stakeholders must understand all of the factors that contribute to program sustainability. Knowledge of these critical components, stakeholders can build program capacity for sustainability and position their efforts for long term success.

In the following questions, you will rate **Sample Assessment** across a range of specific factors that affect sustainability. Please respond to as many items as possible. If you truly feel you are not able to answer an item, you may select "NA."

For each statement, select the number that best indicates the extent to which Sample Assessment has or does the following things.

Sustaintool.org: Assess

Progress

Environmental Support

Internal and external environments that support Sample Assessment

LESS EXTENT MORE EXTENT

Champions exist who strongly support the program.	<input type="range" value="4"/>	NA
	Some Extent	
The program has strong champions with the ability to garner resources.	<input type="range" value="4"/>	NA
	Some Extent	
The program has leadership support from within the larger organization.	<input type="range" value="6"/>	NA
	Greater Extent	
The program has leadership support from outside of the organization.	<input type="range" value="4"/>	NA
	Some Extent	
The program has strong public support.	<input type="range" value="4"/>	NA
	Some Extent	

PREV SAVE AND CONTINUE LATER NEXT

Sustaintool.org: Submit

Program Sustainability Assessment Tool

Understand Assess Plan Resources About Us Services

Progress

Congratulations

Submit your assessment to receive your PDF report.

SUBMIT

PREV SAVE AND CONTINUE LATER

Sustaintool.org: View Results

Sustainability Profile

[DOWNLOAD PDF](#)

Many factors affect a program's ability to continue providing services and producing benefits over time. For example, funding, quality evaluation, infrastructure, strong partnerships, and clear communication all have a role to play in supporting program sustainability. The Program Sustainability Assessment Tool allows stakeholders to rate their programs on the extent to which they have processes and structures in place that will increase the likelihood of sustainability. This report summarizes the current sustainability capacity for your program. Results are based on your program's responses to the Program Sustainability Assessment Tool. Assessment results can then be used to identify next steps in building program capacity for sustainability in order to position efforts for long-term success.

Overall Capacity for sustainability	4.3
Environmental Support	4.4
Funding Stability	2.4
Partnerships	5.0
Organizational Capacity	NA
Program Evaluation	5.6
Program Adaptation	3.0
Communications	5.2
Strategic Planning	4.4

Interpreting the Results:

The table presents the average rating for each sustainability domain based on the responses that you provided. The remainder of the document presents the ratings for indicators within each domain. There is no minimum rating that guarantees the sustainability of your program. However, lower ratings do indicate opportunities for improvement that you may want to focus on when developing a plan for sustainability.

Sustaintool.org: Results E-mail

Your sustainability profile results.

Program Sustainability Assessment Tool <admin@sustaintool.org>

Sent: Thu 12/18/2014 2:49 PM

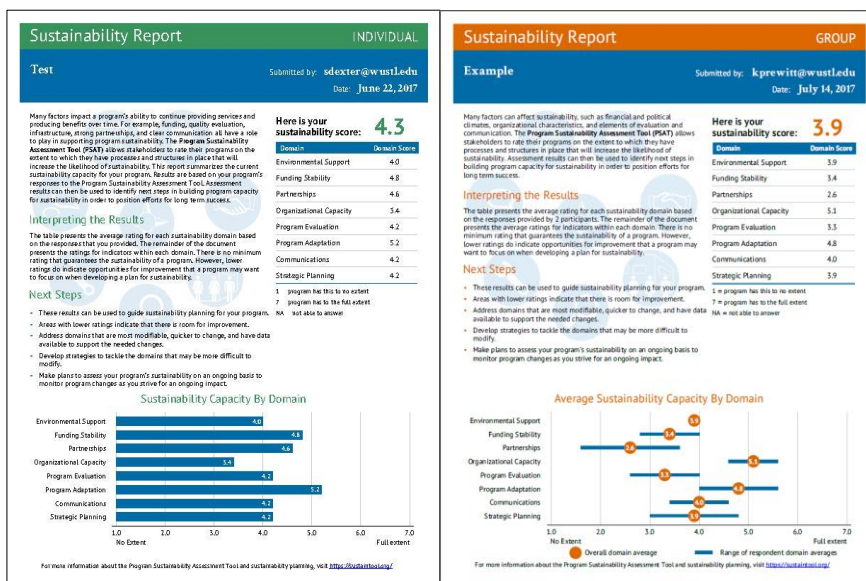
To: Hastings, Molly

Thank you for taking the Program Sustainability Assessment Tool. We hope you will use these results to engage in sustainability action planning for your program. You may click the link below to view or download a PDF of your sustainability profile results.

<https://sustaintool.org/node/3513/sustainability.pdf>

Thanks for participating.
The CPHSS Team

Sustaintool.org: Results PDF



Assessment Results

- Did your results surprise you at all?
- Any domains currently under-emphasized?
- What do the results tell you about your program's strengths and opportunities for improvement?
- How can you leverage your collective strengths to build on potential areas of need?



Remember..



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Action Planning

Sustainability Domain 1: Partnerships							
Sustainability Objective: Increase the number of community gardens from 3-4 (and ensure gardens are continuously maintained) by establishing <i>three new strategic community partnerships</i> by Dec. 30, 2016.							
Steps to achieve objective: [Be very specific and include important sub-steps. Anyone should be able to pick up this document and understand what needs to happen in order to reach your objective.]	Who will do the work? [For every task, there needs to be a responsible party/parties. Who will ultimately ensure the work gets finished?]	What does success look like? [What metrics will you use to track progress on the completion of each step? How will you know it's time to move on to the next step?]	What non- financial resources are needed for this step? Where will they come from?	Due date [In the appropriate quarter, enter a specific date by which the activity must be completed.]			
				Q1	Q2	Q3	Q4
Step 1. Create a list of potential community partners for creating and sustaining an additional community garden.	Program manager, with input from HEAL team	List of potential partners created	Staff time, to explore, identify and discuss potential strategic partnerships	Feb. 30, 2015			
Step 2. Develop a list of talking points for each potential partner.	Communications team, with oversight from Program manager	List of talking points for each potential partner created	Best practices guide for creating talking points		Apr. 15, 2015		
Step 3. Assign someone to reach out to each potential partner.	Program manager	Staff person assigned to each potential partner, Staff person affirms that she/he is comfortable with the talking points	None		May 15, 2015		
Step 4. Schedule partner meetings .	Person assigned to reach out to each partner	All meetings scheduled	None		June 15, 2015		
Step 5. Hold potential partner meetings.	Person assigned to communicate with each potential partner	All meetings held	Transportation to meetings				Oct. 15, 2015
Step 6. Establish partnership agreement with each organization/corporation/agency that is interested in partnering on the project.	Person assigned to communicate, with input from the partner and the rest of the HEAL team	Partnership agreements (agreed-upon by both parties) created for each new partner	Staff time, to communicate with new partners and create agreement				Dec. 30, 2015

The Process

Pre-Planning Steps

1. Identify your team
2. Target Population
3. Mission and Vision
4. What to Sustain

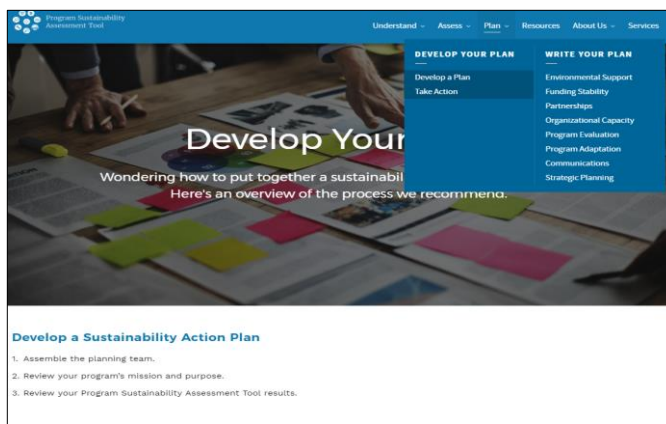
Action planning

5. Choose Domain
6. Write an Objective
7. Identify Steps
8. Implement, Monitor and Reassess



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Using your PSAT results: sustaintool.org



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Questions?



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Resources

e-mail integration@thenationalcouncil.org

Visit the new website:

<https://www.samhsa.gov/integrated-health-solutions>



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Thank you for joining us today.

Please take a moment to provide your
feedback by completing the survey at the
end of today's webinar.



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